

PUBLIC RELATIONS PLAN TO DEAL WITH PUBLIC DISCUSSION
OF CIGARETTE INGREDIENTS

Scenarios

I. HHS Issues the Legally Required Report

A. Report is Not Critical and Does Not Publicly Report
Ingredients List

- o Develop press statements to issue reactively
(initial drafts prepared)
Handle press inquiries based on prepared Q & A.
- o Message points:
 - affirm report
 - industry record of voluntary cooperation
(predates required list)
- o Spokespeople:
 - media-trained attorneys

B. Report Questions the Use of Ingredients and May Contain
Full or Abridged Ingredients List

- o Develop press statements to issue proactively
(initial drafts prepared)
Handle press inquiries based on prepared Q & A.
Set up hotline to handle inquiries from general public
- o Message points:
 - industry record of voluntary cooperation
(predates required list)
 - specific ingredients are trade secrets;
formulas for all food products are legally protected
 - clarify number and function of ingredients
 - identify ingredients by household name and
list other common uses and sources
 - exhaustive testing/ no scientific proof of harmful
effects
 - refute specific criticisms
 - tobacco industry not party to report in spite of
repeated efforts to provide expert information
(if appropriate)
- o Spokespeople:
 - media-trained attorneys
 - media-trained scientists
(to be determined: external or company scientists?)

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C. Report is Highly Critical and Generates Sustained and Intense Media Coverage of Ingredients Issue

- o Develop press statements and issue proactively at press conference (initial drafts prepared)
Develop scientific report supporting industry position
Handle press inquiries based on prepared Q & A.
Set up hotline to handle inquiries from general public
Point-of-purchase informational handout
Target family physicians with information on ingredients
Advertising
- o Message points:
 - industry record of voluntary cooperation (predates required list)
 - specific ingredients are trade secrets; formulas for all food products are legally protected
 - clarify number and function of ingredients
 - identify ingredients by household name and list other common uses and sources
 - exhaustive testing/ no scientific proof of harmful effects
 - refute specific criticisms
 - tobacco industry not party to report in spite of repeated efforts to provide expert information (if appropriate)
- o Spokespeople:
 - media-trained attorneys
 - media-trained scientists
 - media-trained high level industry executives (for optional press conference)

II. Congressional Hearings (including Kennedy's) on Proposed Bill (known critical investigation)

- A. Hearings Stimulate Low Level of Damage (measured in quantity quality, and specificity of press coverage and determined by a consensus of the industry, Covington & Burling, and Edelman)**
- o Develop press statements to issue reactively
Handle press inquiries based on Q & A
(to be prepared by Edelman)
 - o Message points:
 - industry record of voluntary cooperation (predates required list)
 - exhaustive testing/ no scientific proof of harmful effects
 - specific ingredients are trade secrets; formulas for all food products are legally protected
 - clarify number and function of ingredients
 - identify ingredients by household name and list other common uses and sources

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- labeling would not achieve intended objective of informing consumer
- refute specific criticisms

- o Spokespeople:
 - media-trained attorneys

B. Hearings Stimulate Moderate Level of Damage

- o Develop press statements to issue proactively
Handle press inquiries based on Q & A
(to be prepared by Edelman)
Set up hotline to handle inquiries from general public
- o Message points:
 - industry record of voluntary cooperation (predates required list)
 - Kennedy bill creates unnecessary and costly bureaucracy
 - specific ingredients are trade secrets; formulas for all food products are legally protected
 - labeling would not achieve intended objective of informing consumer
 - clarify number and function of ingredients
 - identify ingredients by household name and list other common uses and sources
 - exhaustive testing/ no scientific proof of harmful effects
 - refute specific criticisms
- o Spokespeople:
 - media-trained attorneys
 - media-trained scientists

C. Hearings Stimulate High Level of Damage

- o Develop press statements and issue proactively at press conference (initial drafts prepared)
Develop scientific report supporting industry position
Handle press inquiries based on Q & A
(to be prepared by Edelman)
Set up hotline to handle inquiries from general public
Point-of-purchase informational handout
Target family physicians with information on ingredients
Advertising
- o Divert attention from ingredients issue to the impact of legislation on U.S. sports and cultural events if funding is withdrawn by tobacco industry; provide report on number of canceled events

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- o Message points:
 - Kennedy bill will have dramatic impact on U.S. sports and cultural events
 - Kennedy bill creates unnecessary and costly bureaucracy
 - minors already sufficiently protected by state legislation
 - onerous and burdensome regulations on retailers
 - industry record of voluntary cooperation (predates required list)
 - specific ingredients are trade secrets; formulas for all food products are legally protected
 - labeling would not achieve intended objective of informing consumer
 - clarify number and function of ingredients
 - identify ingredients by household name and list other common uses and sources
 - exhaustive testing/ no scientific proof of harmful effects
 - refute specific criticisms
- o Spokespeople:
 - media-trained attorneys
 - media-trained scientists
 - media-trained high level industry executives (for optional press conference)
 - media-trained sports figures

III. Ingredients List or Incomplete Report is Leaked to Press

A. No Damage

- o Develop press statements to issue reactively (initial drafts prepared)
Handle press inquiries based on Q & A
(additional questions to be prepared by Edelman)
- o Message points:
 - industry record of voluntary cooperation (predates required list)
 - affirm concept of report; indicate anticipation for final report (if appropriate)
- o Spokespeople:
 - media-trained attorneys

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B. Leak Stimulates Low Level of Damage

- o Develop press statements to issue reactively
Handle press inquiries based on Q & A
(additional questions to be prepared by Edelman)
- o Message points:
 - report is incomplete; urge completion of balanced report (if appropriate)
 - industry record of voluntary cooperation (predates required list)
 - exhaustive testing/ no scientific proof of harmful effects
 - specific ingredients are trade secrets; formulas for all food products are legally protected
 - clarify number and function of ingredients
 - identify ingredients by household name and list other common uses and sources
 - labeling would not achieve intended objective of informing consumer (if appropriate)
 - tobacco industry not party to report in spite of repeated efforts to provide expert information (if appropriate)
 - refute specific criticisms
- o Spokespeople:
 - media-trained attorneys

C. Leak Stimulates Moderate Level of Damage

- o Develop press statements to issue proactively
Handle press inquiries based on Q & A
(additional questions to be prepared by Edelman)
Set up hotline to handle inquiries from general public
- o Message points:
 - report is incomplete; urge completion of balanced report (if appropriate)
 - industry record of voluntary cooperation (predates required list)
 - specific ingredients are trade secrets; formulas for all food products are legally protected
 - clarify number and function of ingredients
 - identify ingredients by household name and list other common uses and sources
 - exhaustive testing/ no scientific proof of harmful effects
 - labeling would not achieve intended objective of informing consumer (if appropriate)
 - tobacco industry not party to report in spite of repeated efforts to provide expert information (if appropriate)
 - refute specific criticisms

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- o Spokespeople:
 - media-trained attorneys
 - media-trained scientists

D. Leak Stimulates High Level of Damage

- o Develop press statements and issue proactively at press conference (initial drafts prepared)
Develop scientific report supporting industry position
Handle press inquiries based on Q & A
(additional questions to be prepared by Edelman)
Set up hotline to handle inquiries from general public
Point-of-purchase informational handout
Target family physicians with information on ingredients
Advertising
- o Message points:
 - report is incomplete; urge completion of balanced report (if appropriate)
 - industry record of voluntary cooperation (predates required list)
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 - exhaustive testing/ no scientific proof of harmful effects
 - labeling would not achieve intended objective of informing consumer (if appropriate)
 - tobacco industry not party to report in spite of repeated efforts to provide expert information (if appropriate)
 - refute specific criticisms
- o Spokespeople:
 - media-trained attorneys
 - media-trained scientists
 - media-trained high level industry executives (for optional press conference)

IV. In Response to HHS Report, Sen. Kennedy Produces Report Independent of HHS

A. Moderately Critical Report

- o Develop press statements to issue proactively
Handle press inquiries based on Q & A
(to be prepared by Edelman)
Set up hotline to handle inquiries from general public

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o Message points:

- tobacco industry not party to report in spite of repeated efforts to provide expert information
- Kennedy report is biased (and unscientific?)
- industry record of voluntary cooperation (predates required list)
- specific ingredients are trade secrets; formulas for all food products are legally protected
- labeling would not achieve intended objective of informing consumer
- clarify number and function of ingredients
- identify ingredients by household name and list other common uses and sources
- exhaustive testing/ no scientific proof of harmful effects
- refute specific criticisms

o Spokespeople:

- media-trained attorneys
- media-trained scientists

B. Highly Critical Report

- o Develop press statements and issue proactively at press conference (initial drafts prepared)
Develop scientific report supporting industry position
Handle press inquiries based on Q & A
(to be prepared by Edelman)
Set up hotline to handle inquiries from general public
Point-of-purchase informational handout
Target family physicians with information on ingredients
Advertising
- o Divert attention from ingredients issue to the impact of legislation on U.S. sports and cultural events if funding is withdrawn by tobacco industry; provide report on number of canceled events (if appropriate)
- o Message points:
 - tobacco industry not party to report in spite of repeated efforts to provide expert information
 - Kennedy report is biased (and unscientific?)
 - Kennedy bill will have dramatic impact on U.S. sports and cultural events (if appropriate)
 - Kennedy bill creates unnecessary and costly bureaucracy (if appropriate)
 - minors already sufficiently protected by state legislation
 - onerous and burdensome regulations on retailers (if appropriate)
 - industry record of voluntary cooperation (predates required list)

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- specific ingredients are trade secrets;
formulas for all food products are legally protected
- labeling would not achieve intended objective
of informing consumer (if appropriate)
- clarify number and function of ingredients
- identify ingredients by household name and
list other common uses and sources
- exhaustive testing/ no scientific proof of harmful
effects
- refute specific criticisms

o Spokespeople:

- media-trained attorneys
- media-trained scientists
- media trained high level industry executives
(for optional press conference)

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Special Notes:

- Supplemental Q & A will need to be developed for issues
that may be raised by the congressional hearings
(impact on sports and cultural events, for example)
- Industry response to youth issue is flaccid

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